

---

## ANNEX A: DOCTRINE

### DOCTRINE AND THE ARMY

Doctrine touches all aspects of the Army and fosters interdependence in Joint operations. It embodies fundamental principles by which military forces or elements guide their actions in support of national objectives. It is authoritative but requires judgment in application. It concisely expresses how Army forces contribute to unified action in Joint campaigns, major operations, battles and engagements. Army doctrine is consistent with Joint doctrine, and describes the Army's approach to land-power dominance in full-spectrum operations.

Army operations are based on doctrine and training standards. Doctrine forms the basis for training. Together, doctrine and training are key aspects of readiness. Doctrine facilitates communication among Soldiers—no matter where they serve—and contributes to a shared professional culture that serves as a baseline for curricula in the Army's Training and Education System.

Army doctrine is detailed enough to guide operations, yet flexible enough to allow commanders to exercise initiative when dealing with specific situations. To be effective, doctrine must be well known, vetted, accurate, acceptable, and commonly understood.

The Army has two capstone manuals regarding doctrine: *Field Manual 1, The Army*; and *FM 3-0, Operations*. FM 1 contains the Army's vision. FM 3-0 provides the principles for conducting full spectrum operations, and describes the operational role of linking tactical operations to strategic aims. It details how Army forces conduct operations in unified action. These two doctrinal publications establish the foundation in preparing the Army to dominate land warfare in Joint operations.

### SUSTAINING A DOCTRINE-BASED ARMY

Doctrine of the future must enable core warfighting capabilities while increasing strategic responsiveness and land dominance over an expanded range of missions and threats. Our doctrine must encourage relentless pursuit of initiative in all military operations. It must address the importance of the Army's ability to control land, resources, and people through a sustained presence as part of a Joint force.

Doctrine has to support an Army that will be a hybrid force that is transforming from the current to the Future Force—and embrace both. Throughout the range of military operations, Army doctrine must emphasize distributed simultaneous, network-enabled, interdependent, Joint, noncontiguous operations, as well as unconventional threats. These nonlinear operations are described in the *2004 National Military Strategy*; the *2005 National Defense Strategy*; *Joint Publication 3-0, Doctrine for Joint Operations*; *FM 3-0, Operations*; and experienced in current operations in Afghanistan and Iraq.

Doctrine cannot predict exact types of asymmetric engagement. It can, however, forecast the types of knowledge and organizational qualities necessary for victory. The Army is applying its intellectual and physical resources to refine its doctrine to accomplish this task by revising its doctrine to address enemies who deliberately avoid predictable operating patterns, and incorporating lessons learned, approved/validated concepts, and experimentation.

The *Army Campaign Plan* directs the comprehensive strategic change of the Operational Army and the Generating Force, including development of concepts and doctrine to guide force development and employment of the Army Modular Force.

Specific guidance includes the publication of *The Army in Joint Operations: The Army's Future Force Capstone Concept, 2015-2024*, and other complementary documents within the Army Concept Strategy. These documents will enable development of concept capability plans crucial to Army implementation and execution of the Joint Capabilities Integration and Development System.

In the near term, U.S. Army Training and Doctrine Command will publish an integrated rewrite of key Army doctrine, starting with *FM 3-0, Full Spectrum Operations*, and *FM 3-24, Counterinsurgency*, to address current and future operations in the Joint, interagency, intergovernmental, and multinational environments. TRADOC will focus on Joint and Army doctrine that maximizes lethality and survivability for the current Army Modular Force.

Training and Doctrine Command is also publishing a new keystone doctrinal publication, *FM 1-01, Generating Force Support for Operations*, which will focus on Army organizations whose primary mission is to generate and sustain the operational Army's capabilities for employment by Joint force commanders. Target date for publishing is third quarter FY07.

U.S. Army Special Operations Command has mirrored TRADOC's doctrine transformation process in some respects by preparing Operational and Organizational Plans that address Special Forces, Rangers, Psychological Operations, and Civil Affairs doctrine. The U.S. Army John F. Kennedy Special Warfare Center and School also is modifying existing doctrine to reflect new capabilities and current lessons learned.

## THE ARMY DOCTRINE HIERARCHY

TRADOC continues to shape Army doctrine hierarchy to match the Joint doctrine hierarchy as closely as possible. The Army's new FM numbering system, which mirrors the Joint system, aligns

Army doctrine with Joint doctrine. The Army's warfighting doctrine is structured into a two-tiered hierarchy to provide for development and implementation of Army doctrinal publications.

- Tier 1 is the highest-level, with the majority of the field manuals directly linked to Joint doctrine as indicated by a parallel numbering system. In addition to our capstone publications, FM 1 and FM 3-0, approximately 48 other Tier 1 FMs and supporting publications offer broad perspectives on Army operations in Joint campaigns.
- Tier 2 Doctrine captures the bulk of proponent, lower-level organizational FMs, most of which are narrower in scope than Tier 1 FMs, and address subjects in varying levels of detail, depending on the subject, type of force and echelon. There currently are over 550 Tier 2 FMs providing Tactics, Techniques, and Procedures for specific functions, units, multi-Service operations, and the employment of Soldiers and systems. Tier 2 publications also cover procedures such as providing first aid and conducting physical training or marksmanship.

Field Manuals Interim accelerates dissemination of urgently needed new doctrine to the field. Proponents prepare FMIs, which can be Tier 1 or Tier 2, to meet immediate doctrinal needs. They are approved by the proponent and authenticated by Headquarters, Department of the Army. Unless superseded by an FM or when rescinded, FMIs expire after two years. FMI publication is tightly controlled to preclude proliferation and is considered the exception rather than the rule for conveying Army doctrine.

Figure A-1 depicts the Dual-Tier Doctrine Hierarchy as the correlation of Army with Joint doctrine, while logically organizing the Army Capstone and Keystone doctrine to address capstone principles and keystone operational themes. The remainder of the Tier 1 manuals are categorized into doctrine that supports these themes.

## TIER 1 Army Doctrine Hierarchy

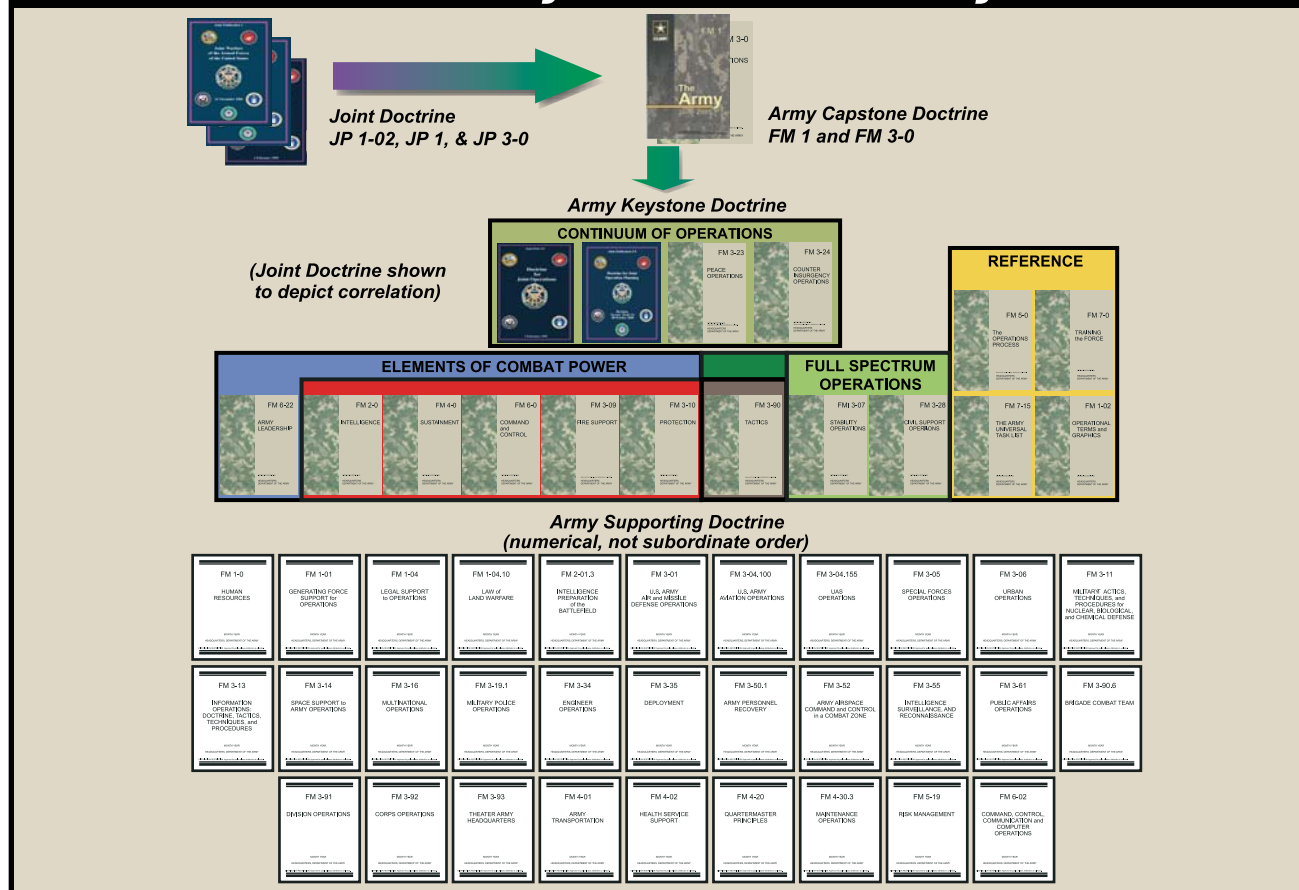


FIGURE A-1 Army Doctrine Hierarchy

### DOCTRINE TO SUPPORT A NATION AT WAR AND A TRANSFORMING ARMY

As we engage an enemy whose unconventional means force us to respond to an asymmetric threat, the Center for Army Lessons Learned is deploying teams into theater to capture lessons learned. This information is incorporated into doctrinal publications and/or CALL publications that shape and drive training for deploying forces. Topics of particular interest for lessons learned include convoy operations, detainee operations, improvised explosive device defeat, cordon and search, and counterinsurgency operations.

A top FY06 priority included Army input/writing Joint doctrine, specifically JP 3-0, *Doctrine for Joint Operations*, which was published September 2006. The Army ensured that Joint publication

3-0 accurately reflects the requirements of land operations in full-spectrum conflicts. FM 3-0, *Full Spectrum Operations*, is under parallel development with JP 3-0 and will continue to address how our transforming Army will conduct dominant land power operations as part of Joint campaigns.

A top priority for FY07 is publication of FM 3-0 and supporting keystone doctrinal publications. The goal is to publish FM 3-0 by second quarter, FY07—within months of JP 3-0's release. The most important keystone FMs will be revised as well, and will be published in two waves: FM 2-0, *Intelligence*; FM 4-0, *Logistics*, FM 5-0, *Planning*; and FM 6-0, *Command and Control (C2)* are scheduled for third quarter FY07. Other high-priority field manuals—among them FM 3-07, *Stability Operations*, and FM 3-13, *Information Operations (IO)*, will be completed in fourth quarter, FY07. TRADOC also has added FM 1-01, *Generating Force Support*

for Operations, to its list of Tier 1 manuals. When completed in FY07, this FM will define the Generating Force as describe its capabilities to support full-spectrum operations and to provide mission-specific support to forces identified for deployment.

The centerpiece of the modular Army is the Brigade Combat Team, Heavy Brigade Combat Team, Infantry Brigade Combat Team, and Stryker Brigade Combat Team, all of which currently are being reorganized, equipped, and deployed. Simultaneously, Army Command & Control headquarters (corps and divisions) are being restructured into modular divisions and corps. As the Army continues to transform to these modular units, so must the Army transform its doctrine on how to employ and fight. Doctrine that supports the tactical employment of Stryker and Heavy Brigade Combat Team has been published and distributed to the field. The majority of these publications are FMIs, which were published in less than a year and have a shelf life of two years unless rescinded or revised/superseded. The intent is to continue to research and analyze Modular-Force operations to eventually publish these temporary manuals as standard field manuals. The following doctrinal publications have been published in direct support of the current Modular Force and are programmed to transition to FMs in FY07:

- *FMI 2-91.4, Intelligence Support to Operations in the Urban Environment*
- *FMI 3-04.101, Aviation Brigade Organization*
- *FMI 3-09.42, HBCT Fires and Effects Operations*
- *FMI 3-90.61, Brigade Troops Battalion Operations*
- *FMI 3-90.5, HBCT Combined Arms Battalion*
- *FMI 4-90.1, HBCT Logistics*

Two previous modular FMIs—FM 3-90.6, HBCT; and FM 3-20.96, HBCT Reconnaissance Squadron—have been republished as FMs as a result of

organizations that have transitioned to modular units. The Army Service Component Command, corps, and division operational doctrine are being revised to describe for combatant commanders and Joint force commanders how these forces are organized and employed, and how they contribute to land dominance in Joint operations.

The Future Combat Systems-equipped Brigade Combat Team is the Army's primary Future Modular Force Program Initiative. Through the Joint Capabilities Integration and Development System and processes and supporting doctrine, organization, training, materiel, leader development and education, personnel, and facilities (DOTMLPF) analysis, TRADOC identified a series of doctrinal publications required to support experimentation, testing, and fielding of the Army's FCS-equipped Brigade Combat Team. These draft publications will be used as a foundation to support evaluation, training, employment, warfighting, and identification of necessary changes for the FCS-equipped Brigade Combat Team prior to production. Current doctrinal publications identified to be published are:

- *FMI 2-19.1, FCS Intelligence, Surveillance, and Reconnaissance (ISR)*
- *FMI 3-04.154, FCS Manned/Unmanned Teaming Operations*
- *FMI 3-09.45, FCS Fires and Effects*
- *FMI 3-20.82, FCS Gunnery and Marksmanship Training*
- *FMI 3-34.3, FCS Maneuver Support Operations*
- *FMI 3-90.8, FCS Maneuver*
- *FMI 3-90.9, FCS Operations*
- *FMI 4-93.9, FCS Maneuver Sustainment Operations*
- *FMI 6-0.1, FCS Battle Command*
- *FMI 7-4, FCS Embedded Training*



FMI 3-90.9, which is in second draft format, is the first of these publications drafted and sets the foundation to develop the other supporting FCS publications. It will be used initially to support the Army Evaluation Task Force experimentations and evaluations.

To ensure employment of these systems is doctrinally sound and standardized throughout the Army and to maximize capabilities of the Joint force, TRADOC, and non-TRADOC proponents are analyzing current and emerging modular force doctrine at all echelons to capture spin out of transformational technologies into the current modular units from the FCS program.

## **THE DOCTRINE LITERATURE MASTER PLAN AND MODERNIZATION**

Doctrine Literature Master Plan is the Army's tool to manage and forecast resources for the life cycle of all doctrinal publications. Its primary purpose is to provide a snapshot on the status/readiness of Army doctrinal publications and to forecast resources for doctrine development requirements. It lists all Army, Joint, multi-Service, and multinational doctrinal publications for which TRADOC and non-TRADOC doctrine agencies are proponent and/or primary/technical review authority; and contains a listing of current/relevant publications, new developments, revisions, future developments, and proposes publications for consolidations. Because doctrine development is decentralized across Army agencies, Doctrine Literature Master Plan establishes planning standards and consistency, and serves to institutionalize a methodology used to determine and articulate doctrine resource requirements for the execution, budget, and program planning years.

Doctrine does not have a shelf life, but for programming and budgeting purposes it is forecast to be revised, at a minimum, every five years. Proponents are required by Army regulatory guidance to assess their publications for currency and relevancy every 18 months, or as soon as they become obsolete. The status is recorded in the DLMP. If proponents determine a publication

requires an out-of-cycle revision, they take the necessary actions to resource the requirement through the un-financed resource requirement route.

## **OBJECT-BASED DOCTRINE MANAGEMENT SYSTEM**

Technology and publishing standards evolve to allow for a more logical and efficient way to capture and exchange Army publications information and knowledge. TRADOC continues to explore and evaluate feasibility of applying this technology to develop doctrine as stand-alone objects. The intent of Object-Based Doctrine Management System is to provide an enterprise solution, allowing warfighters to gain immediate access to the latest FM's, and provide doctrine developers with the business processes to rapidly update and develop FM's as needed. OBDMS has the potential to improve content search results, automate workflow to enable efficient business processes, provide a centralized content repository to facilitate content reuse, and support common authoring tools with a standardized taxonomy, schema, and meta-data.

## **FUTURE OF THE ARMY DOCTRINE AND DOCTRINAL PROCESS**

The basic premise of the doctrine development program for the future is to enhance our information and knowledge management capabilities by leveraging enterprise solutions. As a part of the doctrine development process, TRADOC is making every effort to harness the use of a net-centric knowledge management system to streamline the incorporation of lessons learned and development and fielding of new and updated doctrine.

Because doctrine needs to be responsive to Soldier inquiries, technology will play an important role in quickly determining and distributing the requisite information to help drive doctrinal requirements. Our enhanced process must balance our need to maintain enduring, common, contextual doctrine that supports the development of flexible, adaptive leaders, yet allows for rapid integration and validation of lessons learned and updating

---

of specific Tactics, Techniques and Procedures necessary to support full-spectrum units in the train-alert-deploy construct.

Object-based doctrine, together with knowledge management, will greatly enhance our ability to conduct rapid updates of related doctrine and training materials. The future doctrine process will leverage history and experiences with the latest technologies to create, process, authenticate, and distribute doctrine at all levels. The new doctrine storage processes and retrieval methods will be essential to Soldier development, and will change how Soldiers access and use knowledge as part of the Future Force.